THE FORCE

NEWS FOR AND ABOUT THE PHILIP MORRIS SALES FORCE

Vol. 3, No. 5 December 1980

Territory: Nashville . . . See Page 2

2047535494

Source: https://www.industrydocuments.ucsf.edu/docs/hlfl0000

From the Editor

TERRITORY:

Yes, it was a very good year. It was a year of challenges well met and exciting new developments for each of us, personally as well as professionally.

This year's issues of THE FORCE reflect the kind of year you've had. Articles on new brands, merchandising, S.P.A.C.E. and the supermarket industry show a very busy year. Articles on Mississippi, Detroit, and Nebraska show our diversity, as well as our unity.

In this issue we have several articles which we think you will find interesting. We have a feature story on the job of the AMCS, spotlighting a new product introduction. We also take you "behind the scenes" to a redeployment and "down the street" in Nashville.

We are beginning a regular feature, "A Sense of the Past," which will fill you in on events in the history of our company.

You've heard us say time and time again: "Write to us!" Well, now we are putting some clout behind our message. Enclosed you will find a postage-paid envelope, addressed to THE FORCE. Use it any time during the year. You have no excuse now. (Don't let the cat eat it.)

THE FORCE extends to each of you our best wishes for a very happy Holiday Season and healthy New Year.

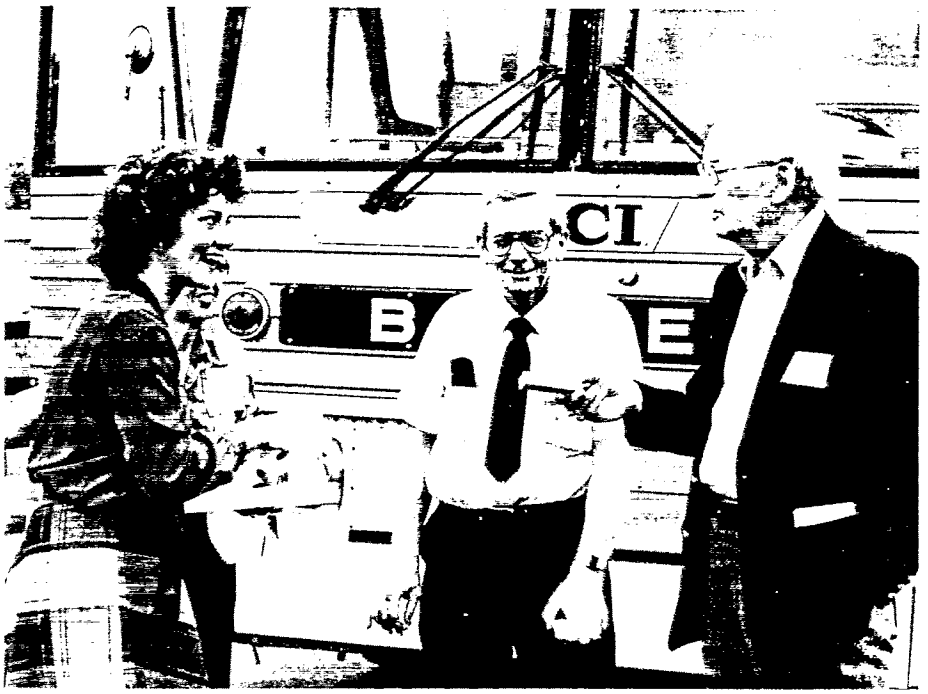
Maureen E Campbell

THE FORCE

Editor: Maureen E. Campbell
Associate: Betsy Piccorossi
Vol. 3, No. 5

THE FORCE is published for the employees of the Philip Morris U.S.A. marketing organization. Philip Morris U.S.A., 100 Park Avenue, New York, N.Y. 10017.

On the cover
Sales Rep Ross Brown services a package rack.



SALES REP SHERYL WHITMAN samples tourists as they finish visiting the Johnny Cash Museum and Recording Studio.

Music is to Nashville what the Mardi Gras is to New Orleans. For most people this southern city brings to mind country music and the Grand Ole Opry. For the PM Sales Reps who make calls in "Music City," Nashville provides interesting sights, sounds and situations.

Four Sales Reps from two Divisions work most of Nashville. They are Jim Shelton from DM Gary Teague's Division and Ross Brown, Kay Warren and Sheryl Whitman from DM Ken Bearden's Division.

Kay Warren, our Rep in southwest Nashville, explains, "Many of country music's most famous stars shop in our territories. Waylon Jennings, for example, plays pinball at a convenience store in my territory." Kay recently talked with singer Gene Cotton, a Marlboro Lights smoker, in one of her accounts. Kay's territory surrounds Music Row, where talent agencies, recording studios, and the Country Music Hall of Fame are located. It is on Music Row that many entertainers like Elvis Presley and Eddy Arnold recorded some of their biggest hits. Most of Nashville's six million tourists each year visit this part of town. An important part of Kay's job, consequently, is filling distribution gaps so that visitors to Nashville can get the PM cigarette brands they want.

Jim Shelton, a 23 year veteran of the PM Sales Force, has watched the company's growth in Nashville. "When I began," remembers Jim, "we had only four brands and we covered much larger territories." Today, PM's many packings have a 25.6% share of the market in the Nashville area, showing more than a 3% increase in the past two years.

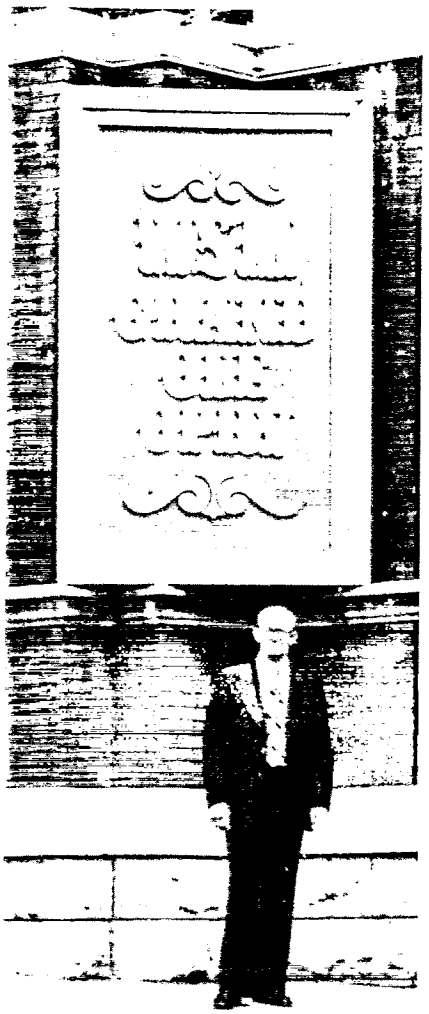
Just as the company has grown, so too has the popularity of the Grand Ole Opry. The Opry originated as a radio show and was once located just outside Jim's territory in the Ryman Auditorium. Today, the show is broadcast over the air and in front of huge audiences at a new Opry House which can accommodate many more spectators.

The most likely place to find SR Ross Brown working would be in the northwest section of town. His territory has mostly independent accounts in both rural and city

2047535495

Source: https://www.industrydocuments.ucsf.edu/docs/hlfl0000

NASHVILLE



RYMAN AUDITORIUM in downtown Nashville was once the home of the Grand Ole Opry. Sales Rep Jim Shelton explained that the Opry moved to the outskirts of Nashville in 1975.

SALES REP KAY WARREN places talkers on a package rack in one of her independently owned accounts.

SALES REP ROSS BROWN makes a Virginia Slims A-1 presentation to a retailer.

SALES REP JIM SHELTON pauses before checking and rotating the stock on this carton rack in a Nashville supermarket.

areas. "I pride myself on my package racks," says Ross. "I recently made a presentation to my Division on the importance of allocating space on package racks similarly to the way we do on carton racks. Our share of space should equal our share of market." He spends time in each call making sure that our brands all have a labelled home and are well stocked in package racks.

Sheryl Whitman's territory runs along one road, Galatin Road, for 60 miles. This road stretches from northeast Nashville to Hendersonville where many country stars live. Sightseeing companies offer guided tours through some of their homes and the Johnny Cash Recording Studio and Museum which is also located in Sheryl's territory. She often samples visitors as they get on or off tour buses giving them the appropriate product message.

"Placing permanent outdoor P.O.S. in my territory," says Sheryl, "is very difficult because of local ordinances restricting signage." As a result, Sheryl works hard placing and maintaining permanent P.O.S. wherever possible, especially *inside* her retail accounts.

While Nashville is best known for its music, it is also a large printing and publishing center. Over one million copies of the 1981 Virginia Slims Book of Days were printed in "Music City."

Nashville is a growing sales area for PM. Jim, Ross, Kay and Sheryl all do their part to insure continued growth for the company here. In the process of doing the job you are all so familiar with, they successfully meet the challenges that are unique to the Nashville area. F

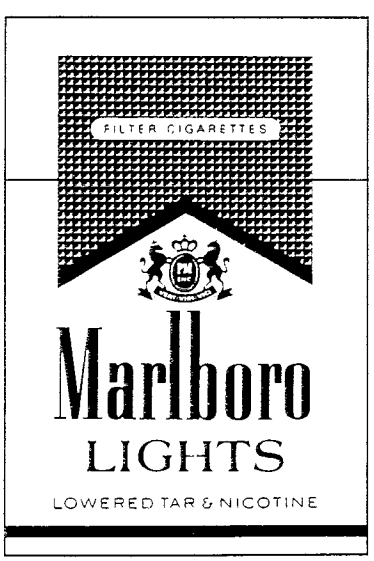
COVER PHOTO: Sales Rep Ross Brown photographed by Merit Sampler Meredith Berwick.

2047535496

Source: https://www.industrydocuments.ucsf.edu/docs/hlfl0000

AMCS's Introduce Marlboro Lights in the Flip-Top Box.

AMCS RON MOSES puts the finishing touches on the visuals he will use during presentations to buyers. "Being prepared and having accurate information are extremely important in this position," says Ron.



PM is well known as a company with a knack for identifying and responding to consumer needs with quality products. As a result, an integral part of your job in the PM Field Sales Force is new brand introductions. One year ago in THE FORCE we outlined all the people whose efforts and talents it took to research, develop, market, advertise, sell and merchandise the then new Virginia Slims Lights. Six months later we described all the meetings, from those held for Directors, Region Sales to those for Sales Reps, which were necessary to successfully introduce Cambridge "down the street." In the time since that story, a new packing for Marlboro Lights King emerged. In this issue we'd like to focus on the job of Area Managers Chain Sales and how they accomplished the task of ushering Marlboro Lights Box into chain accounts.

Area Managers Chain Sales (AMCS) are responsible for selling and marketing PM tobacco products to the chains headquartered in their assignments. They report to the Supervisor Headquarter Accounts (SHA) or to the Section Sales Manager if there is no SHA.

Management Meetings

A month prior to the retail introduction of Marlboro Lights Box, AMCS's like Ron Moses in Denver and Mary Ann Amato in Cincinnati attended Section management meetings with Division Managers, Combination Area Managers and Military Managers to be introduced to the packing themselves. "At this meeting in Denver," Ron explains, "our Section Manager gave us the product's features and benefits and details on how the wholesale introduction would be carried out." In addition, managers were given case allocations for each of their Direct Accounts. Direct Accounts are those which order cigarettes directly from our factory in Richmond and not from a jobber. Richmond determined how many cases each account would be allocated by taking ¾ of 1% of industry sales for that account over a four week period.

The next step was to make an appointment to see the buyers at each chain's headquarters. Influential and high volume chains were contacted first. "Whether I want to introduce a new brand, fill a distri-

2047585497

Source: https://www.industrydocuments.ucsf.edu/docs/hlfl0000

bution gap, present a merchandising plan, or propose a contracted display, an appointment is necessary," says Mary Ann. "Since most buyers only see salespeople on certain days at certain times, it sometimes takes work to coordinate my schedule with theirs."

Presentations to Buyers

Once the appointments were scheduled, AMCS's prepared a presentation tailored to the needs and requirements of each chain headquartered in their assignments. It was important that the presentation be concise, yet accurate, incorporating the use of sample 20's, fact sheets about Marlboro Lights Box, share of market figures, and sample advertisements which would appear nationally in magazines and newspapers. Ron says, "Using visuals made the product come alive. For chains or buyers which I thought might be reluctant to accept the packing, I developed an extra visual of my own intended to catch the buyer's eye and encourage him to participate."

"Presentations for Direct Accounts," adds Mary Ann, "included an explanation of the incentives for chains accepting their allocation of Marlboro Lights Box: $9.00 off each allocated case ordered between September 22 and October 10, plus an additional $6.00 for every case shipped to retail through October 17." AMCS's visited each warehouse on October 20 or 21 to determine what quantities were moved to retail. They were often aided in this "count, recount" process by Sales Representatives.

Buying Committees

In some instances buyers themselves are not authorized to accept a new product. Some buyers gathered the information on Marlboro Lights Box, for instance, and then had to re-present that packing to a buying committee which made the final decision. "When this happened," explained Ron, "it was important that I tell the buyer all there was to know about my product and leave attractive, concise visuals with him to show the committee. I was dependent on the buyer to be as convincing and enthusiastic as I would have been."

When an AMCS received authorization either from an individual buyer or a committee for Marlboro Lights Box, automatic distributions were arranged where possible. This meant getting the ok for the chain's warehouse to automatically ship a specified number of cartons of the brand to each of its retail stores. Other chains ordered through their wholesalers. "It was at this point also that we presented set/sells for the new brand," says Mary Ann. Letters authorizing Marlboro Lights Box and set/sells were then sent to Sales Reps along with line order numbers for their use in writing book orders.

Communication is the Key

In the days just before Sales Reps introduced Marlboro Lights Box at retail level, AMCS's were busy making follow-up calls to insure distribution of the packing to all stores in each chain which accepted the brand. It was important from that point on for Reps and AMCS's to work hand-in-hand. "Since AMCS's are not assigned retail calls, it was the Sales Rep's job to alert us concerning distribution or compliance problems," stated Ron. "This was done through the SHA. If, for instance, we have a contract for B-2's in a chain having 30 stores and a Rep discovered the stores were not receiving Marlboro Lights Box, a call or a note from that Rep to the SHA would bring the problem to light. Once I knew from the SHA that a problem existed, I could pursue it either at headquarter or store level and avoid chainwide non-compliance."

Everyone in the PM Field Sales Force has the same objective during a brand introduction: to make the new brand available and visible to consumers. AMCS's played a major part in accomplishing that goal in chain accounts during the Marlboro Lights Box introduction.

AMCS MARY ANN AMATO presents Marlboro Lights Box to a buyer for a chain headquartered in her assignment. During her presentation Mary Ann pointed out the new product's features and benefits.

2042585498

Source: https://www.industrydocuments.ucsf.edu/docs/hlfl0000

THE SALES FORCE REDEPLOYS

"Down the street" may be different for some of you this month and next. A nationwide redeployment has changed call patterns, and in many cases, territory boundaries.

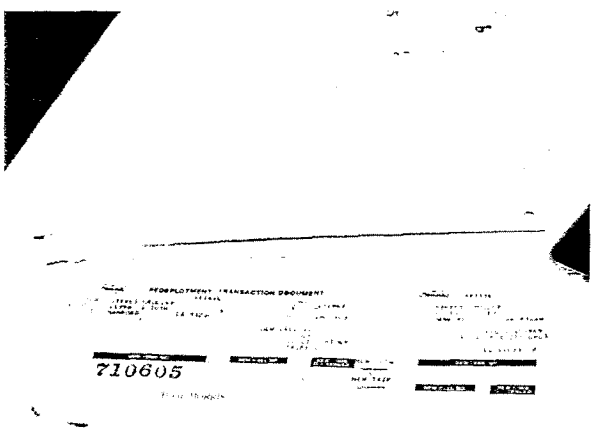
The purpose of the redeployment is to optimize our coverage of retail stores. When you re-evaluated your accounts last summer and assigned new codes (4, 8, or 12 points), you were evaluating current and potential business opportunities for us in the marketplace. This was the first step in our redeployment.

The next major step took place at 28 Section meetings across the country in October and November. At the meetings, Section Managers and Division Managers drew the boundaries for retail territories based on the new point allocations.

The managers of our San Francisco Section (Section 71) illustrate for us the work that went into the redeployment meetings.

The final steps of the redeployment were taken by each of you — covering your territory and building our business.

COUNTING THE POINTS. DM John Mansell of Modesto reviews the cards which represent one assignment within his Division. There is a card for each account. A national average of 836 points was established for retail territories. This average was based on an analysis of the amount of time each type of call demands and the number of calls which can be made in an average day.



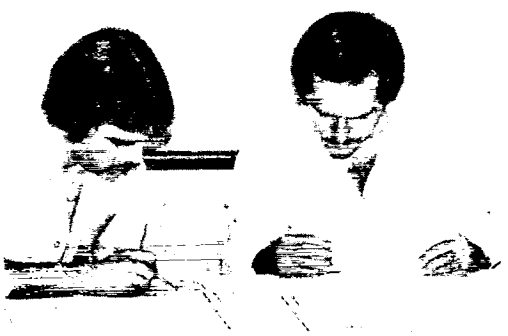
THIS CARD is the main tool used at a redeployment meeting. After all the new boundaries are set, each card is stamped with a retail territory number.

"CUTTING THE TERRITORIES" in Section 71 began at the Oregon border and worked south. Point totals and geography determined the boundaries. This Section covers northern California and three-quarters of Nevada so the DM's cut their territories around the Sierra Nevadas, Death Valley and Lake Tahoe. DM Greg Kendall, ADM Hector Medero and DM Matt Miller take a look at the 9,000 cards which represent the accounts in their Section.

2047585499

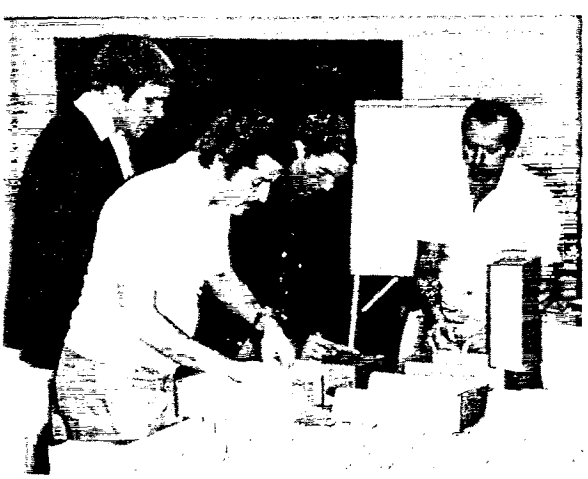
Source: https://www.industrydocuments.ucsf.edu/docs/hlfl0000

AFTER EACH TERRITORY is routed, the cards are arranged in call order, and numbered by hand. Even with the great helo of comouters, much of the work of a redeployment has to be done manually. Sales Rep Terry Lamantia lends her hand to the numbering of cards that have been routed.



SALES REPS who were very familiar with territories were called in on the third day of the meeting to assist with routing. After borders and points are set, each territory is routed, that is, a call order is established. DM Bill Davis (left) and Sales Rep Ed Loh "route" their division. They use the cards and maps to establish the most efficient routing.

DM LARRY LONG (center) works with DM Greg Kendall to deploy a new division which was "cut" in this Section. SRO Bob Florio assists by checking locations for the DM's on a map of the state. The DM's worked constantly with maps to insure that correct borders were established.



THE CARDS — counted, routed, numbered and recounted — are sent to the Marketing Data Center in Richmond at the conclusion of the meeting. Your Call Books are printed from these cards. Wrapping it up for Section 71 are (left to right) SSM Jim Kuhlman, Region Trainer Rick Vaillancourt, Director, Region Sales Marty Maitino and SRO Bob Florio.

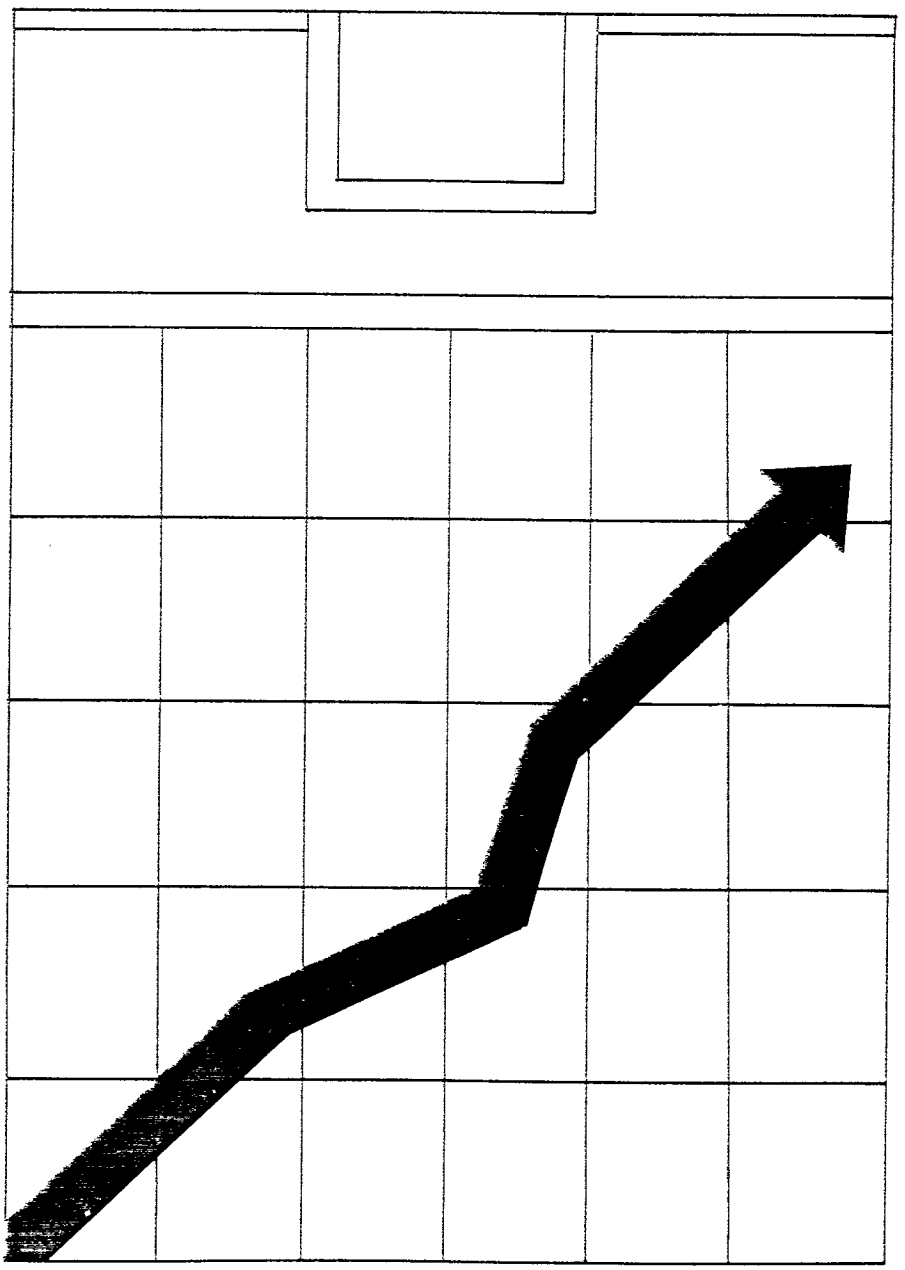
ADM MIKE DONOVAN applies his map-making skills to the drawing of the new divisions and retail territories on a map of the whole Section. The three and a half days of hard work and concentration pay off in a successful redeployment.

2047535500

Source: https://www.industrydocuments.ucsf.edu/docs/hlfl0000

TEST MARKETS:

A Marketing Tool for PM U.S.A.



From Philip Morris in the chestnut brown pack to Cambridge and Marlboro Lights in the Flip-Top Box, the introduction of new products has been an energizing force in PM U.S.A.'s marketing strategy.

Much of our success results from our unique ability to pinpoint consumer needs and wants and to develop products to satisfy consumers. The Marketing function and the Research and Development group in Richmond work together in the product development process.

All new products begin as an idea or concept. The Marketing Department may see a void in the general marketplace and suggest it to R & D as an area for exploration. Or, R&D, through a scientific breakthrough, may enable Marketing to target an entirely new market segment.

Once it is decided that the product concept is a good one, a product prototype is developed. The prototype receives broad-scale consumer testing with panels of consumers, in the laboratory as well as in consumers' homes. It is only after a product has proved itself in these rigorous tests that it will be tested in the real marketplace. As you can imagine, only a small number of new product ideas come this far.

In the past year or two, many of you have participated in a test market which is an important marketing tool for PM U.S.A.

We'd like to give you some general background on why we use test markets for new products and how we select the markets.

Why Test Market?

A test market is an experiment in marketing. The purpose of conducting a test market, according to Jon Zoler, PM's Director of Marketing Research, is to provide management with data for making informed decisions on how to best market a brand nationally.

A test market is an opportunity to try out a new product in a limited number of markets before introducing it to the country as a whole. Test markets help us assess retail and consumer acceptance of the brand.

"We always test in at least two markets," says Al Udow, Manager

2047565501

Source: https://www.industrydocuments.ucsf.edu/docs/hlfl0000

of Consumer Research. "If you attempt to utilize only one market, you risk having unforeseen events ruin your test. A flood, a snowstorm, a strike or even competitive reaction can completely alter market conditions and invalidate your results. Two markets is our minimum number for a new product test."

In 1979 we tested Virginia Slims Lights in the Denver, Portland, Maine, Jacksonville and Indianapolis markets. In 1980 we tested Marlboro Lights Box in Sacramento and Des Moines before its national introduction.

Of course, if a new product does not meet the objectives which management has set for it in the test market, its national introduction will be cancelled or postponed while adjustments are made.

Occasionally, as with Merit, management decides that it does not need the additional data provided by test marketing. Often, pre-test market research — such as concept testing with consumers, "blind" or unidentified product testing, and home use testing — proves conclusively that the product will be well accepted by consumers.

Selecting Test Markets

One of the most important and interesting aspects of test marketing is the selection of the cities in which to conduct the tests.

Why did we test Marlboro Lights Box in Sacramento and Des Moines and not New York, Philadelphia, or any other city? Why were Syracuse and Oklahoma City chosen for the current test of Benson & Hedges Lights Box? Jon Zoler has outlined the criteria which PM's Marketing Research Department uses in selecting test markets for new products and line extensions.

Two important criteria are category share and parent brand share.

In our business, category segments are "full-flavor," "low-tar," "ultra-low tar," "menthol," "100's," etc. If we plan to test an ultra-low tar product, such as Merit Ultra Lights, we might select one market where the ultra-low tar segment has high development, and another where it has average or slightly below average penetration. Thus, the product's performance would be measured under different conditions of category penetration, or share.

An important criterion for selecting a test market for a line extension is the share development of the parent brand. We look to the share development index which is the brand's share in a specific market compared to its national share. Al Udow explains, "if a brand has a 16% share nationally, and in your market it has a 32% share, we say it has a share development index of 200 in your market." A share development index of 100 means that the local share is exactly the national share. For example, in Sacramento, Marlboro Red Box has a share development index of 162; in Des Moines, it is 27. On the other hand, Marlboro Red Soft Pack has an SDI of 34 in Sacramento and 160 in Des Moines.

For a line extension test, we may select markets in which the parent brand performs at its national level. We may also select markets where the parent's performance is above, and below, the national level. The results of these different tests will, of course, be read accordingly.

Available media is another criterion we use in selecting markets. A "good" test market will offer us extensive, local media in which to advertise. There should be newspapers, magazines, Sunday supplements and outdoor advertising which are contained in the test area, with a minimum of spillover. The area should also have a local edition of one or more national magazines.

During the test, our advertising should appear in the test area at the same level, or weight, it would have if the product were available nationally. The advertising should not appear in areas where the product is not available.

When a market fits the above criteria for a test market, it is next evaluated in relation to natural business distribution patterns and Sales Force coverage patterns. We want to be sure that most or all of the test product will be distributed within the confines of our test market and not shipped to areas where we are not advertising and where we are not collecting data.

In addition, the boundaries of a test market are sometimes adjusted to accommodate areas of Sales Force responsibility. For example, if 8 out of 10 Sales Reps in a Division are included in a normal market trading area, the test market may be extended so that the Division participates as one unit in the test.

Additional Market Tests

There are several other types of market tests used frequently by PM Marketing.

For example, we might test minor changes in the filtration or the tobacco blends of our products or test new brand names by introducing the changes into a limited number of markets and monitoring consumer response over an extended period of time.

"Media weight" tests are conducted frequently to measure the effect on sales which changes in media mix or spending weight would have on a brand. For example, we might decrease magazine ads and increase our outdoor advertising, or we might double the spending rate in a particular market.

When we conduct any of these tests, we always include "control" markets in the research.

Control markets do not receive the changed product or advertising. The performance of the brand is monitored just as closely in the control markets as in the test markets. If sales growth is faster for the brand in the test market than in the control market, we probably have desireable change. If growth is the same, we know that we cannot assume that the product change is responsible for the growth. Sales and market share may be changing for other reasons. Control markets prevent us from arriving at wrong conclusions.

A Joint Effort

A test market is a major undertaking. It is a joint effort of all the departments in PM Marketing: Brand Management, Marketing Research, Media, National Accounts, and Sales. In this article we have described the planning necessary for a test market. In a future issue we will explore other aspects of test marketing. F

2047535502

Source: https://www.industrydocuments.ucsf.edu/docs/hlfl0000

Marlboro Sweepstakes Pays $250 to Win

Shortly after "Winter's Tale" won the eighth running of The Marlboro Cup at Belmont Park in September, 112 Trade Sweepstakes winners were announced. The seven first prize winners received checks for $250, the 35 second place winners received $50 and the 70 third place winners received $25.

More than 140,000 PM customers entered the 1980 Marlboro Cup Trade Sweepstakes. First prize winners are pictured here with the PM Rep who co-signed their tickets. Each Rep who co-signed a winning ticket received a check for the same prize money as the trade winner.

REGION ONE — SR Elizabeth Abbott and George Trono, Luigi's Pizza, Vergennes, VT, share the excitement of being first prize winners.

REGION TWO — Keith J. McKenzie, Open Pantry, Columbus, OH, was a first prize winner. SR Constance Carroll presents him with his check.

REGION THREE — SR Gloria Mickey presents Patrick A. Tifer of Shoppers Drug Mart, Clearwater, FL, with his check for $250.

2047535503

Source: https://www.industrydocuments.ucsf.edu/docs/hlfl0000

REGION FOUR — SR Patty Quick (right) congratulates Robyn Green of Convenient Food Mart, Minneapolis, MN, on her winning ticket.

REGION FIVE — SR Paul Stewart and his customer LaVora Taylor of Dupre Big Star, Bourge, LA, display her check for $250.

REGION SIX — Mickey L. Snapp (right) of Ashland Standard, St. Joseph, MO, accepts his first place Marlboro Cup prize from SR Timothy Stynis.

REGION SEVEN — Lee Fittje of Austin Drug, Montrose, CA, and SR Maria Crawford exchange congratulations on being first prize winners.

2047535504

Source: https://www.industrydocuments.ucsf.edu/docs/hlfl0000

Marlboro Attends Cookoff

Recently AMDS Jimmy Shepard saw a chance to gain exposure for Marlboro and recommended that we have a booth and participate in the Red River National Chili Cookoff in Wichita Falls, TX.

Philip Morris was highly visible at this function attended by 15,500. Four hundred Marlboro Chili Cookbooks were distributed. Our booth, a Marlboro covered wagon, attracted many visitors. Pictured here are some of the many Sales Force members who helped make this event a success for Marlboro.

MM JIM LILES, Oklahoma City, prepared our chili entry for the cookoff.

AMDS JIMMY SHEPARD views the activity around PM's booth at the Red River National Chili Cookoff on horseback.

SALES REP DANNY OLMSTED (center) encourages two volunteer booth workers who helped give out our chili cookbooks to visitors.

"Ode to PM Orientation"

We are all sent to Chicago
To achieve a common end.
In one week we'll become
Good (great) Sales Reps for PM.

From eight o'clock 'til five
Our heads are filled with facts,
By the time we're seated at dinner
Our talk is cartons and packs.

Just when you think you've got it
And feel quite like a whiz,
'Ol RPA Kern Hunter will go and
shock us —
With a testy milligram quiz.

You really have to concentrate
Takes more than just to listen —
Sure, you know your stuff
But what's your in-store mission?

You better know your contracts
That helps to some degree
Distribute all those set/sells
And push the P.P.P.

Of course our minds get boggled
We feel all haggard and spent,
Like even when we're sleeping,
We dream: should I go for 32%?

Already it is Friday —
We're *sorta* glad it's done,
But now we're looking forward
To becoming a Sales Rep I!

These past 5 days were tough
Our brains did churn and turn
However, we decided:
With Kern you *really* learn!

Thanks —
Sales Rep Debby Dubnansky
Windber, PA
Class of '80

2047585505

Source: https://www.industrydocuments.ucsf.edu/docs/hlfl0000

That Was Then,

SALES REP RICK LINSTEAD, Oklahoma City, OK, can trace some of PM's past with his tin collection. This Bond Street container is from 1938 and the Marlboro tin is from 1936. The Philip Morris tin shown here reminded consumers who purchased the pack that PM was "Established — over 100 years."

Wanted: Mail

Getting married? Had a baby? Did something special on the job? Have a question? Invented a new use for P.O.S.? Took a photograph? Have a suggestion?

Just as it's nice to get a letter from a friend, THE FORCE looks forward to hearing news from you. Use the postage-paid envelope included in this issue at any time to let us know what you are doing. We want to share your joys and accomplishments with the rest of the Sales Force in THE FORCE.

Send us whatever you have: information, ideas, photos, puzzles, contests, questions or announcements. We want our mailbox filled with your news.

This Is Now

DM GARY WIDETICH and his Division installed 40 Plan P counter displays at Denver's Mile High Stadium. We have Marlboro panels on the scoreboard and the displays tie in very well. They are located at each cash register on each of the Stadium's four levels, and are helping the Stadium cut down on pilferage. Because three of the five brands displayed are ours, the Plan P is helping us increase visibility and availability, at no cost to the company.

SALES REP JERRY JONES, Bloomington, IL, used current P.O.S. to develop this open/closed sign for supermarket check outs. Using a Marlboro jumbo metal sign, Jerry screwed the sign to plywood. He fastened it with safety hinges so that it locks in place when the lane is being used and swings forward as shown to close the lane.

2047535506

Source: https://www.industrydocuments.ucsf.edu/docs/hlfl0000

Atten-Shun!

DM "GENERAL" T. L. "PATTON" PECANIC of the Anaheim, CA, Division motivated Sales Reps and other managers during the Marlboro Lights Box introduction by recalling past brand victories and battle glories. His creativity generated overwhelming response to the new product.

MORE "Is What You See, What You Get?"

TEST YOUR PERCEPTIONS

(Answers on page 21)

Interpret the following:

1. T
   O
   W = DOWNTOWN
   N

2. B
   T BUSH E
   A

3. J
   YOU U ME
   S
   T

4. S
   T
   A
   R

5. □ MEAL

6. HE ART

7. 11 11 11
   11 11
   11 11

8. RINKSD

9. i i i i i i
   o o o
   o o

10. ar up ms

11. TIDE
    S
    C

12. SCHOOL
    O
    O
    L

13. (25¢) BACK

Windows On the World

This busy intersection in Duluth, Minnesota, gave Marlboro Lights in the Flip-Top Box a view of the world and vice-versa. Display was the work of Sales Rep John Newhall.

At the E-Z Go Gas Station, Rosemont, Illinois, a window display set by Sales Rep Jim Chianelli featured Cambridge.

With this well-placed window display, Sales Rep Todd Taylor of Cicero, Illinois, gave passers-by a great look at Cambridge.

2047585507

Source: https://www.industrydocuments.ucsf.edu/docs/hlfl0000

THE FORCE

Philip Morris U.S.A.
100 Park Avenue, New York, NY 10017

December 1980

Dear Sales Force:

We've always heard that personal and professional growth go hand in hand. Yet somehow, getting to the nuts and bolts of development seems to evade us. Perhaps we're too busy. New Year's resolutions are fine, if you really make them and if you really keep them. Here's one set of questions you might consider before you write out your list of resolutions. They will help start you on your way to keeping your eyes on what counts most to your growth quotient: YOU.

1. What changes, if any, do you plan to initiate in your life-style during 1981?
2. In what one way do you hope 1981 is different from 1980?
3. List one thing you plan to do to grow professionally.
4. What will you do to develop personal insights this year?
5. Is there anyone you'd like to get to know better this year?
6. List 3 decisions you've made for the coming year and what you expect the result of each of those decisions to be.

If you answered all the questions, perhaps a few more suggested themselves during the process. Now you should be able to set some goals and make resolutions for January 1st.

Good Luck to You in 1981!
THE FORCE

2047585508

Source: https://www.industrydocuments.ucsf.edu/docs/hlfl0000

News From the Regions

Region One

Welcome to New Sales Representatives: Carolyn Alexander, Donald Amado, Vito Berretta, Daniel Blodgett, John Bowen, Christine Brockelbank, Karen Brown, Alan Budick, Louis Canady, Sue Donovan, Valerie Gaeta, Kathleen Gaughan, Diana Giansanti, Louis Hays III, Patricia Kivo, Reynolds Pinder, Walter Raines, Bruce Rudolph, Joseph Shurman, John Sweeney; and also welcome to Military Merchandiser James McGill.

Anniversaries: AMDS Barry Blomstedt, 5 years; DM David Bray, 5 years; DM Paul Butler, 5 years; SR David Correia, 5 years; SRO Arthur Goldfarb, 5 years; DM Richard Lodi, 5 years; DM Raymond Petrarca, 5 years; and DM John Sapey, 5 years.

Congratulations to: AMDS Teddy Theodoreopolos who ran the New York City Marathon on October 26. Teddy finished the race in 5 hours 56 minutes and placed number 12,498; SR Bill Dello and his wife Jean on the birth of Brian Arthur; and SR Joe Maldonado and his wife Marisa on the birth of their second child, Joseph Albert.

FOUR Division Managers from Section 15 receive congratulations from SRO Pete Cuomo on their fifth anniversary with PM. They are (left to right) DM Gary Salvato, DM Mike Grande, SRO Pete Cuomo, DM Mary Hennessey and DM Ray Pace.

Region Two

Welcome to New Sales Representatives: James Beatty, Robert Blunk, Leslie Booker, Deborah Dubnansky, Cynthia Efird, Linda Elias, Richard Hartlage, Joannie Jenkins, Cynthia Lemmond, Thomas McGough, Rhonda Reich, Keith Robinson, Linda Samowich, Tom Sawyer, Carolyn Smith, and Richard Thomas, Jr.

Anniversaries: DM Robert Pettinelli, 5 years; and DM David Saffron, 5 years.

Special Note: THE FORCE salutes Sales Rep Corky Oliver and his wife Linda who have welcomed a young man from a foster home into their home for the holidays. And we wish Mike a very Merry Christmas!

SR GEORGE MOORE (center) is congratulated by SSM John Chang (left), Director, Region Sales George Powell and DM H. E. Miller (right) at a luncheon held in honor of his 25th anniversary.

AMCS JILLIS COPELAND is congratulated by Director, Region Sales George Powell (left), SHA Ed Bailey and SSM John Chang (right) on the occasion of her fifth anniversary.

DM DAVID SAFFRON (center) receives his five year award from SSM Fred Swartz (right) and SRO Bob Maglio.

DM KATHRYN DAYLOR (center) receives congratulations on her fifth anniversary from SRO Bob Maglio (left) and SSM Fred Swartz.

ACCEPTING first place trophies in the Second Annual Lite Tug-O-War sponsored by Larkin Wholesale in Hagerstown, MD, are (left to right) SR Chris Hoover; Joe O'Neill, General Manager of Larkin Wholesale; Rob Conners, Miller Brewing Company; Dave House, President of Larkin Wholesale, and AMDS Dick Ginck.

2047535509

Source: https://www.industrydocuments.ucsf.edu/docs/hlfl0000

Region Three

Welcome to New Sales Representatives: Kenneth Cruce, Elijah Davis, Jr., Jimmy Dawson, Jr., Preston Hall, Judith Jones, Irvin Powell, Teresa Raulerson, John Sullivan, and Elizabeth Wallace.

Anniversaries: ADM Samuel Dickerson, 5 years; AMCS Bernard McFall, 5 years; and Merchandising Assistant Kathleen Wood, 5 years.

Retirements: Special Rep Jack Porterfield, October 1980; and Special Rep Julian Ricks, November 1980.

SR RAY BEHR (right) is congratulated by Director, Region Sales Tom Littleton for 30 years of service with PM.

AMCS BERNARD McFALL (center) is congratulated on his five year anniversary by SSM Ed Glanz (right) and SHA Greg Stefansson.

SR TONI WALTERS and SR Rick Hager are congratulated by Director, Region Sales Tom Littleton (left) on their fifth anniversary with PM.

Region Four

Welcome to New Sales Representatives: James Bisotti, Mary Bryant, Marilyn Cooley, Lynnette Dagutis, Scott Daulton, Kim Elliott, Robert Hurban, Michael Hurst, Gary Iocco, Sharon Koivula, Marc Schuler, Jeanne Weidler; and also welcome to Military Merchandisers Jannet Jones and Josie Maria Steward.

Anniversaries: DM Ronald Bradley, 5 years; DM James Brannon, Jr., 5 years; AMCS Cynthia Thompson, 5 years; and DM Gregory Thompson, 5 years.

AMDS JIM WETTERAU (center) receives his 25th anniversary watch from SHA Dale Miller (right) and SSM A. B. Campbell.

Region Five

Welcome to New Sales Representatives: Hodges Allen, Becky Berry, Adelia Bush, Sara Beth Hannah, Ricky Hendricks, Cyndi Husband, Betty Isabel, Karyn Kruse, Joe Lopez, Darrell Reinsch, Anne Scott, Brenda Smith, Patricia Thorner, Sheila Weeks; and also welcome to Military Merchandiser Charley Culbreath; and Return Goods Processors James Ankenbauer and Diane Rosenthal.

Anniversaries: AMCS Edward Giancola, 5 years; AMDS Robert Lynch, 5 years; Merchandising Assistant Dorothy McCollum, 5 years; and DM Jon Shepherd, 5 years.

Congratulations to: SR Bryant Meyer and his wife Kathy who are the proud parents of Jennifer Ashley.

SRO L. O. THOMASON (left) is presented with his 20 year award and special congratulations from SSM Ray White.

AMCS JAN KIRBY receives her five year award from SHA R. O. Gable.

Region Six

Welcome to New Sales Representatives: Kirk Candioglos, John Dalton, Duane Hadley, Jr., John Higgins, Steve Malone, Douglas Melvin, Mark Northcutt, Billie Roberson, James Smith; and also welcome to Military Merchandiser Jeanne Long.

Anniversaries: SR Gary Milbrath, 5 years.

Congratulations to: SR Wayne Norman and his wife Claudia whose new daughter is named Alexandria; Field Personnel Assistant Margaret Geoffroy and her husband Bob on the recent birth of Jennifer Elizabeth.

Retirements: Former SSM Robert Eberling, December 1980.

2047585510

Source: https://www.industrydocuments.ucsf.edu/docs/hlfl0000